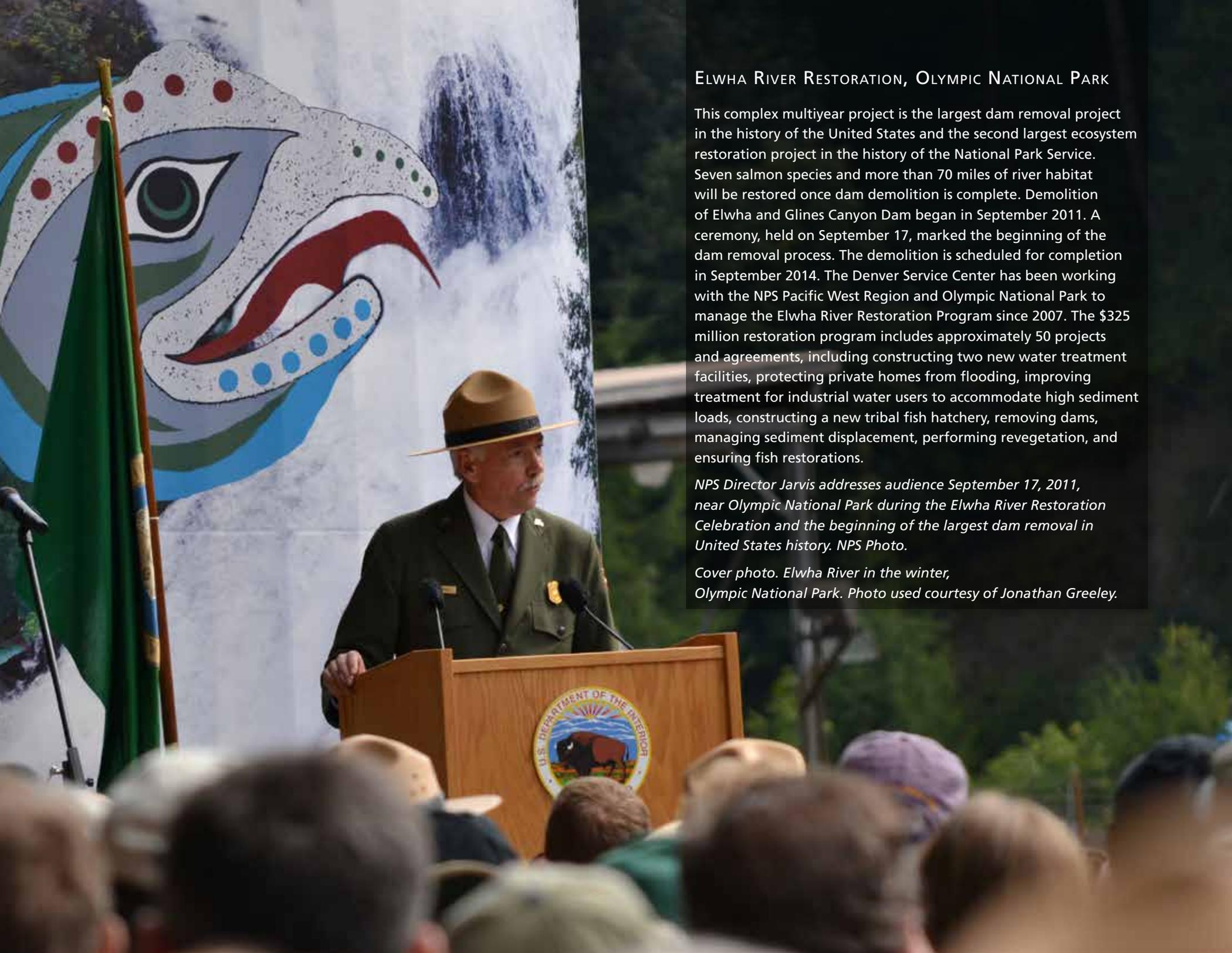




Denver Service Center

Fiscal Year 2011 Annual Report



ELWHA RIVER RESTORATION, OLYMPIC NATIONAL PARK

This complex multiyear project is the largest dam removal project in the history of the United States and the second largest ecosystem restoration project in the history of the National Park Service. Seven salmon species and more than 70 miles of river habitat will be restored once dam demolition is complete. Demolition of Elwha and Glines Canyon Dam began in September 2011. A ceremony, held on September 17, marked the beginning of the dam removal process. The demolition is scheduled for completion in September 2014. The Denver Service Center has been working with the NPS Pacific West Region and Olympic National Park to manage the Elwha River Restoration Program since 2007. The \$325 million restoration program includes approximately 50 projects and agreements, including constructing two new water treatment facilities, protecting private homes from flooding, improving treatment for industrial water users to accommodate high sediment loads, constructing a new tribal fish hatchery, removing dams, managing sediment displacement, performing revegetation, and ensuring fish restorations.

NPS Director Jarvis addresses audience September 17, 2011, near Olympic National Park during the Elwha River Restoration Celebration and the beginning of the largest dam removal in United States history. NPS Photo.

Cover photo. Elwha River in the winter, Olympic National Park. Photo used courtesy of Jonathan Greeley.



FLIGHT 93 NATIONAL MEMORIAL

Phase 1 of the Flight 93 National Memorial was dedicated and opened to the public at a commemorative ceremony during the 9/11/11 anniversary weekend. This also included the completion of the Approach Road (Phase 1C). The Denver Service Center is managing this project in cooperation with Flight 93 Memorial staff, the NPS Northeast Regional Office, National Park Foundation, Families of Flight 93, Friends of Flight 93, the Commonwealth of Pennsylvania, Flight 93 Advisory Commission, and many other stakeholders. President Barack Obama, Vice President Joe Biden, and former presidents George W. Bush and Bill Clinton were among the dignitaries who joined more than 15,000 guests during the weekend to recognize the valor of the 40 passengers and crew of United Flight 93 who lost their lives after thwarting a terrorist attack on September 11, 2001.

The construction contract for Phase 1 was awarded in November 2009 for \$11.6 million, funded by federal, state, and private sources. The National Park Foundation is leading the private fundraising effort, playing a key role in the development of this project.

Photo: Vice President Joe Biden and his wife, Dr. Jill Biden, lead a group of dignitaries including former president Bill Clinton, and former president and first lady George W. and Laura Bush along the Wall of Names during the Flight 93 National Memorial dedication ceremony 9/11/11. Photo by Tami Heilemann, Department of the Interior.

The mission of the National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Message from the Denver Service Center Director

This report highlights fiscal year (FY) 2011 activities and accomplishments of the Denver Service Center (DSC). Our office is the central planning, design, and construction management project office for the National Park Service (NPS). We provide park and community planning, design and construction project management, transportation planning, contracting services, and technical information management for the parks and regions in the national park system.

Our office provides cradle-to-grave project management and delivery. Denver Service Center projects span the nation—from the Elwha River Restoration in Olympic National Park to the National Mall Plan in Washington, DC—focusing on the unique needs of each park.

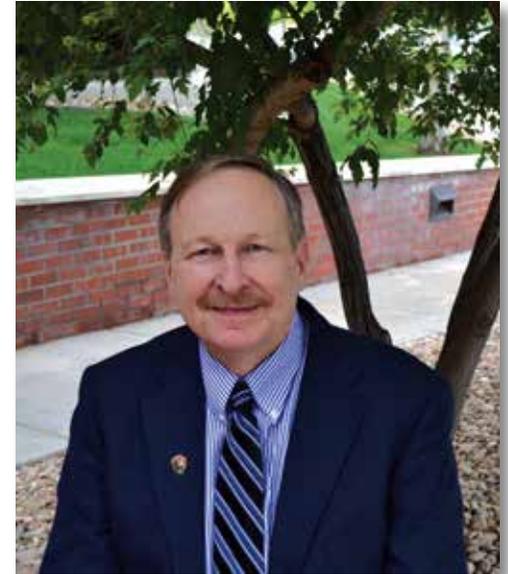
This year was a continuum of the high volume workload we have been managing since 2009, with the largest construction volume in the history of our office during FY 2011. For more than half the year, the average construction outlay was more than \$1 million a day. At the end of FY 2011, we were managing more than \$533 million in active construction projects. Our construction management processes have been refined through additional staff training, electronic submittal review processes, and other efficiencies to mitigate construction risk. The continued success of the Denver Service Center is based on a collaborative team approach to project execution while maintaining a strong focus on common goals and objectives.

Our office awarded \$243 million in contracts and managed more than 900 projects in FY 2011, with work ongoing in more than half the national park system units totaling \$1.75 billion. The DSC Planning Division managed a record 135 projects valued close to \$10 million. The DSC Transportation Division accomplished a \$194 million program in partnership with the Federal Highway Administration, with 229 projects in all phases of planning, design, and construction in 104 park units. The DSC Information Management Division has taken the lead for the U.S. Department of the Interior in the next generation of document management.

We remain committed to providing sustainable and fiscally sound products and services. It is a privilege to help carry out the mission of the National Park Service to preserve our shared American heritage for future generations.



Sam Whittington
Director, Denver Service Center
National Park Service



Sam Whittington, DSC Director. NPS photo.

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CONTRACTING SERVICES



Glines Canyon Dam during demolition process, Olympic National Park. NPS photo.



Furnace Creek Visitor Center, Death Valley National Park. NPS photo.



Perry's Victory and International Peace Memorial. NPS photo.

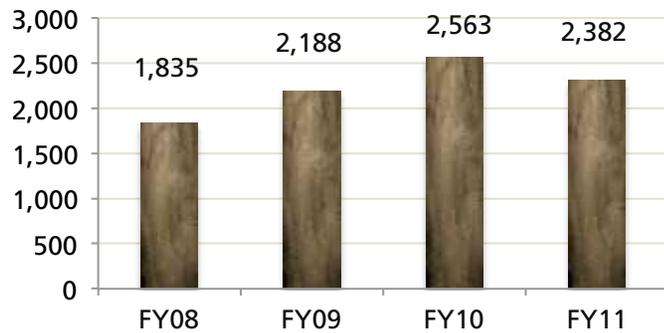
CONTRACTING SERVICES

Mission Statement

The primary mission of the Contracting Services Division is to provide business expertise through exemplary service and effective/efficient use of technology. We strive to be an organization of highly trained procurement professionals and active acquisition team members dedicated to delivering value-added, proactive, and innovative procurement services that consistently exceed customer expectations.

The Contracting Services Division provides the full range of acquisition services to all DSC business lines, as well as various external customers both inside and outside the National Park Service. The division, consisting of 21 warranted contracting officers who support 174 contracting officer representatives, provides professional contracting services for design and construction, transportation, planning, and professional services.

Figure 1. Number of Transactions by Year, FY08—FY11



The Contracting Services Division is a leader in strategic sourcing efforts, with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts available for use by other NPS offices, bureaus, and agencies. The division is the highest volume contracting office in the National Park Service, with an average of 580 contracts awarded yearly. In FY 2011, \$243 million in contracts and agreements were awarded from all funding sources. Table 1 shows the dollars awarded from all contract actions and all fund sources for FY 2009 through FY 2011.

Figure 1 illustrates the number of transactions handled by the division from FY 2008 through FY 2011. Transactions included design and construction services, supplies, services, and agreements.

Table 1. Contract Dollars Awarded, from All Fund Sources, FY09—FY11 (millions of dollars)

	FY09	FY10	FY11
A/E Services and the Professional Services	\$54.11	\$125.75	\$34.31
Construction	\$230.60	\$557.31	\$175.22
Purchase Orders	\$18.59	\$5.56	\$3.83
Federal Supply Schedule	\$0.00	\$0.00	\$25.29
Agreements	\$17.10	\$27.77	\$5.00
Total	\$320.40	\$716.39	\$243.65

NATIONAL PARK SERVICE SMALL BUSINESS CONTRACTING PROGRAM

The Denver Service Center strongly supports the socioeconomic program goals of both the National Park Service and the U.S. Department of the Interior. A full-time small business specialist assists project teams on the socioeconomic screening process by identifying qualified small, small disadvantaged, HUBZone, woman-owned, and veteran-owned firms. The small business specialist also provides one-on-one counseling with small firms on how to conduct business with the Denver Service Center and outreach services for companies seeking business opportunities with the National Park Service. In FY 2011, the small business specialist worked with 250 contractors.



The Denver Service Center contracted the rehabilitation and repairs of the Historic Wabash River Floodwall at George Rogers Clark National Historical Park through the small business contracting program. NPS photo.

In FY 2011, the Denver Service Center participated in 16 local and national small business outreach events. In addition, the division held two small business trade fairs—one in February, focused on 8(a) small businesses, and one in March, focused on service-disabled, veteran-owned small businesses. Thirty-two firms attended these fairs.



Small business owners and DSC staff interact at the DSC small business fair held each February. NPS photo.

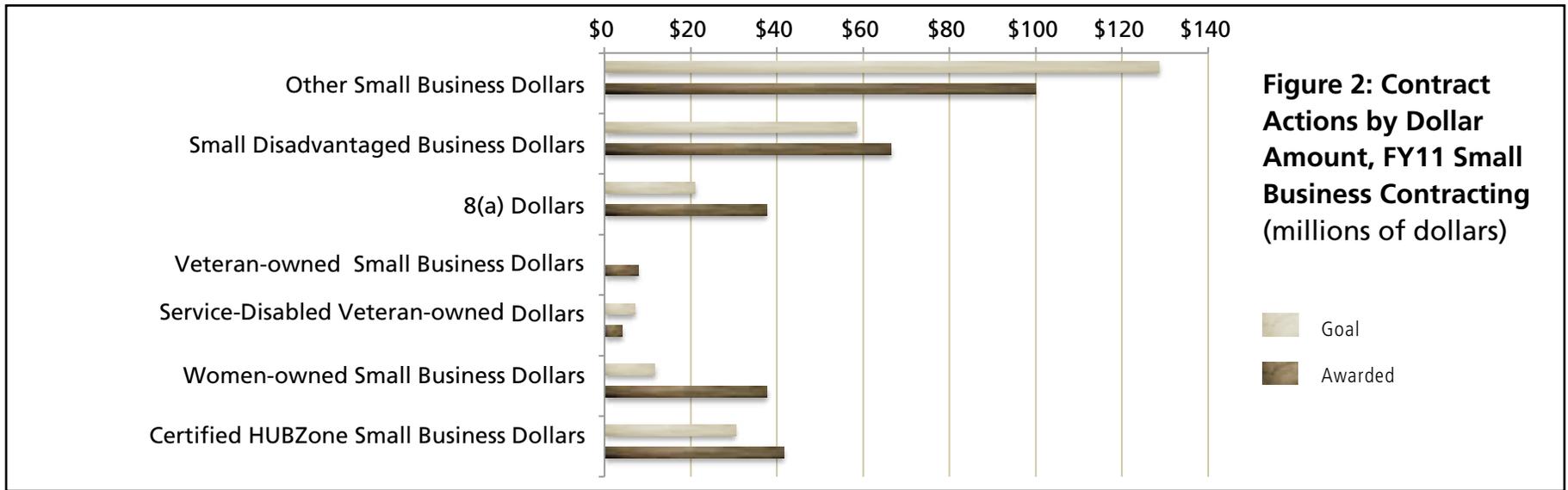
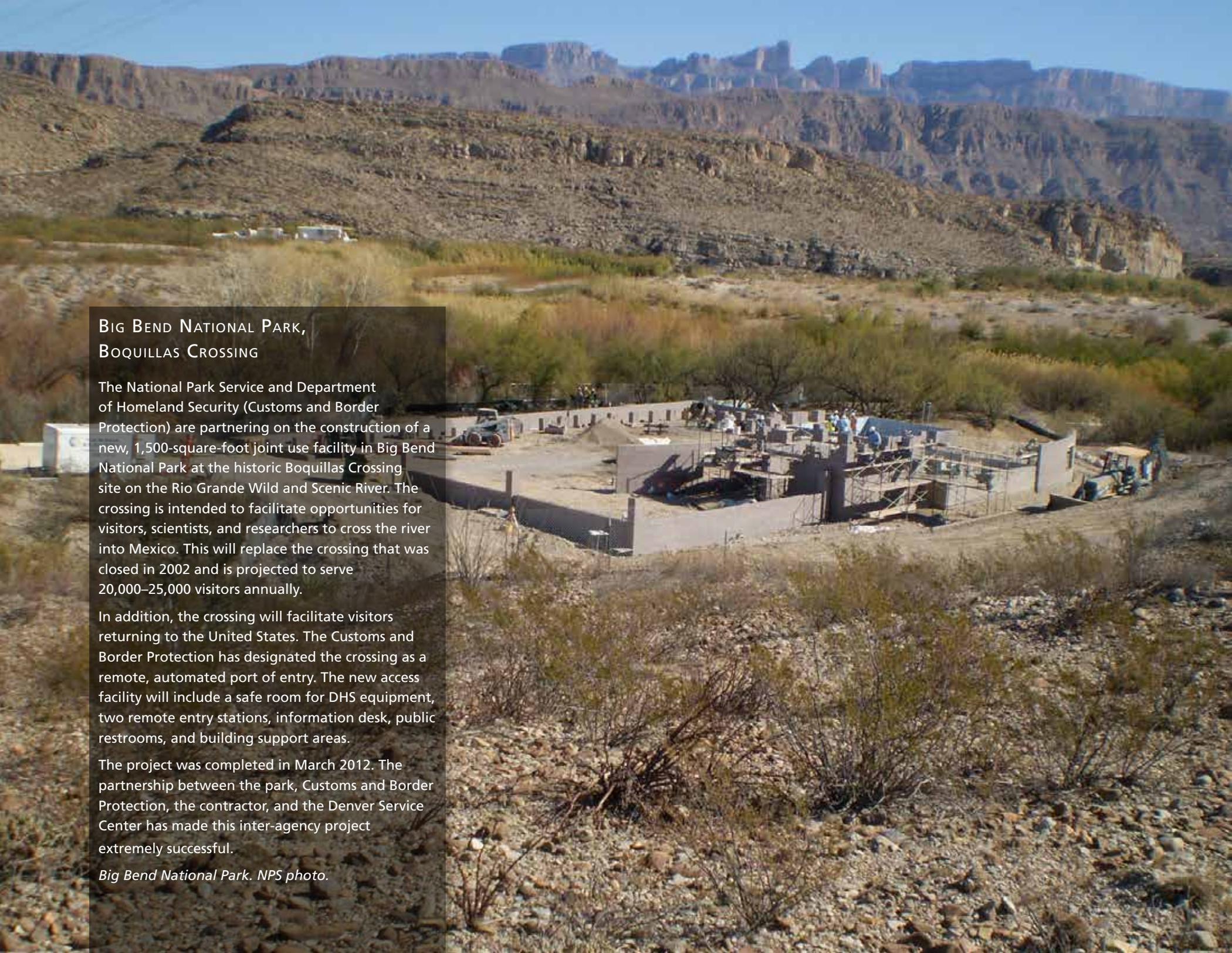


Figure 2: Contract Actions by Dollar Amount, FY11 Small Business Contracting (millions of dollars)

The division’s small business goals and accomplishments for FY 2011 are shown in Figure 2. In many instances, a small business award is credited to more than one subcategory within the socioeconomic program.



Construction on the Flight 93 National Memorial. NPS photo.



BIG BEND NATIONAL PARK, BOQUILLAS CROSSING

The National Park Service and Department of Homeland Security (Customs and Border Protection) are partnering on the construction of a new, 1,500-square-foot joint use facility in Big Bend National Park at the historic Boquillas Crossing site on the Rio Grande Wild and Scenic River. The crossing is intended to facilitate opportunities for visitors, scientists, and researchers to cross the river into Mexico. This will replace the crossing that was closed in 2002 and is projected to serve 20,000–25,000 visitors annually.

In addition, the crossing will facilitate visitors returning to the United States. The Customs and Border Protection has designated the crossing as a remote, automated port of entry. The new access facility will include a safe room for DHS equipment, two remote entry stations, information desk, public restrooms, and building support areas.

The project was completed in March 2012. The partnership between the park, Customs and Border Protection, the contractor, and the Denver Service Center has made this inter-agency project extremely successful.

Big Bend National Park. NPS photo.



NATIONAL MALL AND MEMORIAL PARKS, LINCOLN MEMORIAL REFLECTING POOL

The Reflecting Pool rehabilitation project is changing the water source of the Reflecting Pool by pumping water from the Tidal Basin. The water will be filtered and recirculated to the reconstructed Reflecting Pool. The grounds surrounding the Reflecting Pool are being upgraded with energy efficient, dark sky compliant lighting and new concrete sidewalks to improve the walking surface for visitors and reduce soil erosion. This \$35 million project is expected to be completed in summer 2012.

*Lincoln Memorial Reflecting Pool.
NPS photo.*

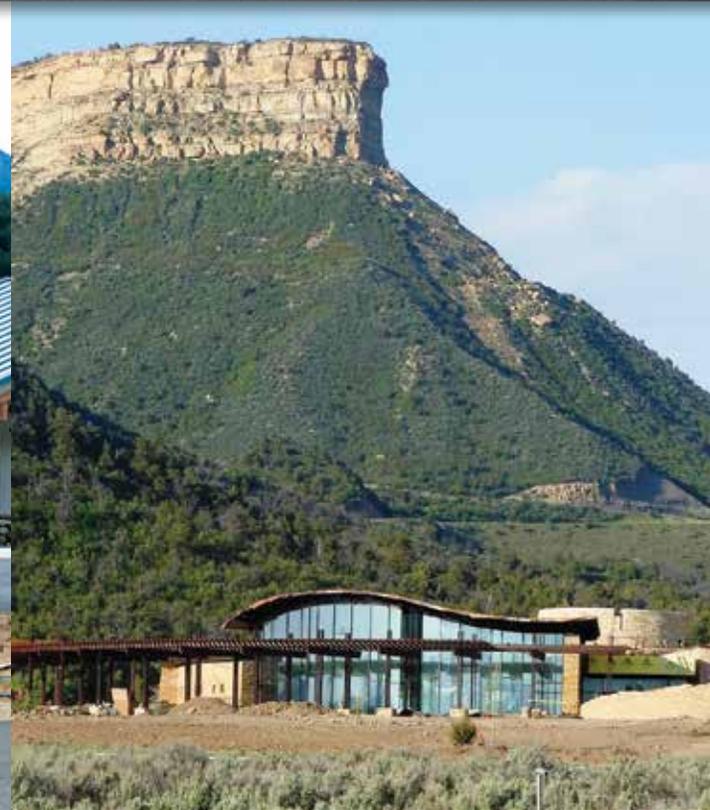
DESIGN & CONSTRUCTION



Restored Hamilton Grange House, Hamilton Grange National Memorial. NPS photo.



New Westside Maintenance and Visitor Facilities, Pinnacles National Monument. NPS photo.



New Visitor and Research Center, Mesa Verde National Park. NPS photo.

DESIGN AND CONSTRUCTION

The Design and Construction Division is responsible for the project management of line-item construction (LIC) and park-funded projects. With the support of architecture and engineering (A/E) firms, the division provides project management in design, construction, and post-construction for new and existing facilities, historic structures, and a variety of infrastructure systems. The Denver Service Center manages projects through all phases of the typical five-year cycle, from project initiation through post construction activities.

In FY 2011, the DSC Design and Construction Division managed 284 projects valued at more than \$1.3 billion. Table 2 shows the program in both number of projects and gross dollars for FY 2008 through FY 2011.

Figure 3 shows the DSC Design and Construction program obligation rates for FY 2008 through FY 2011. Figure 4 depicts the LIC program awards for FY 2008 through FY 2011.

Figure 3. DSC Design and Construction Program, FY08—FY11 Obligation Rates

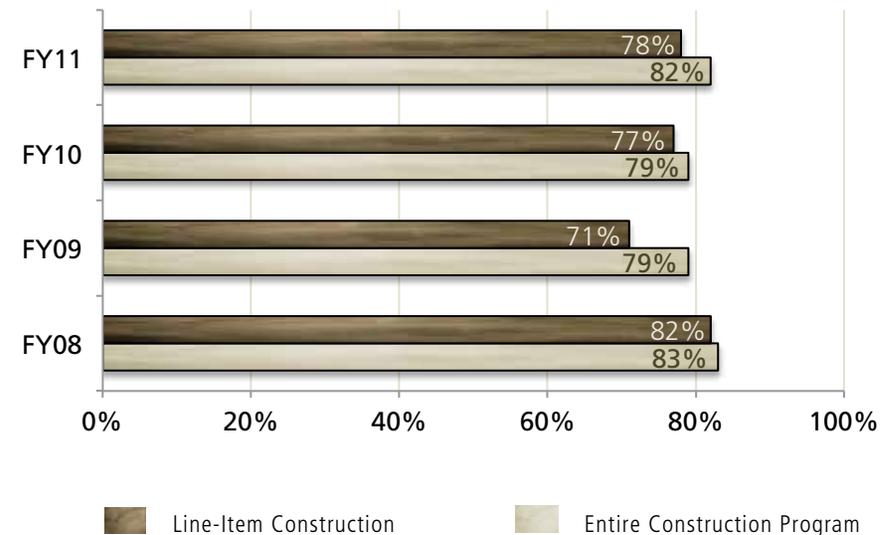


Table 2. Design and Construction Program, FY08—FY11

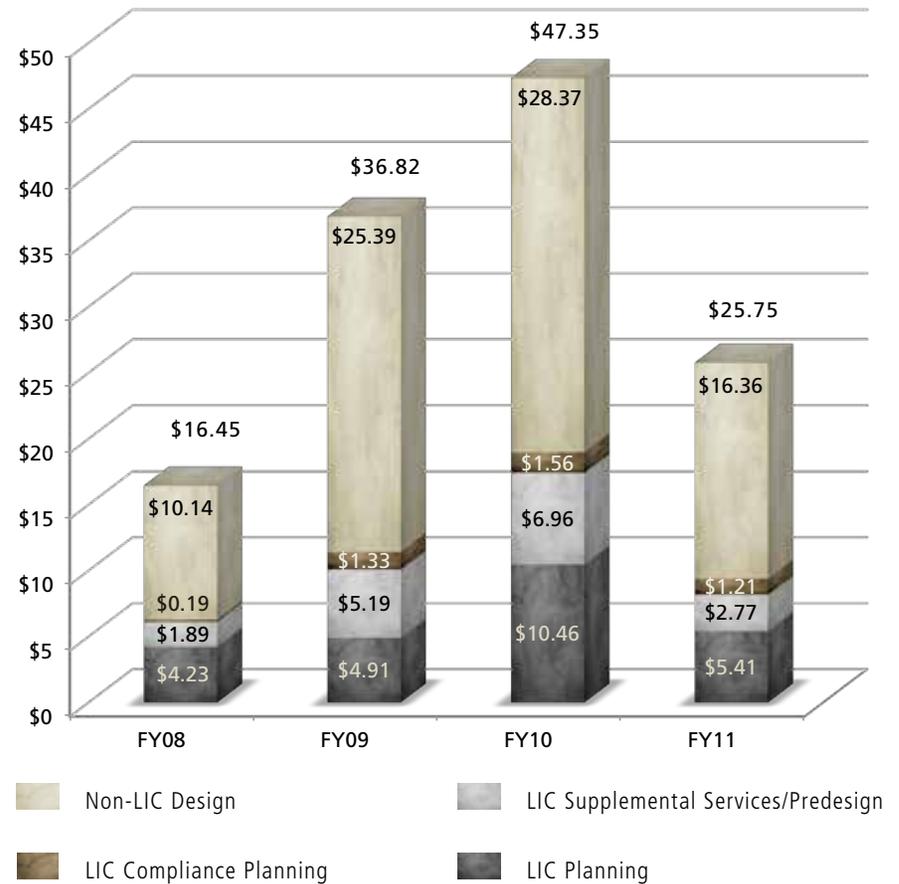
Project Title	FY08		FY09		FY10		FY11	
	Projects	Gross	Projects	Gross	Projects	Gross	Projects	Gross
Design	115	\$480,497,712	125	\$696,206,407	191	\$951,324,622	110	\$514,657,386
Construction	124	\$429,936,377	112	\$451,956,906	38	\$169,800,810	62	\$419,459,772
Warranty	105	\$282,215,114	86	\$205,436,321	68	\$297,340,374	83	\$324,399,715
Miscellaneous	56	\$35,509,708	24	\$35,121,335	18	\$31,439,234	29	\$64,335,977
Total Program	400	\$1,228,158,911	347	\$1,388,720,969	315	\$1,449,905,040	284	\$1,322,852,850

Figure 5 shows the A/E design costs associated with the DSC portion of the LIC program for FY 2008 through FY 2011. The increase of non-LIC design costs in FY 2009 and FY 2010 is due to the American Recovery and Reinvestment Act of 2009 projects assigned to the Denver Service Center.

Figure 4. Line-item Construction Program Awards, FY08—FY11 (in millions)



Figure 5. A/E Design Costs, FY08—FY11 (in millions)



The DSC construction management costs associated with the LIC program for FY 2008 through FY 2011 are shown in figure 6.

Figure 6. DSC Construction Management Costs, Line-item Construction Program, FY08–FY11 (in millions)



DESIGN AND CONSTRUCTION TECHNICAL BRANCH

The Design and Construction Division Technical Branch provides quality assurance reviews, compliance oversight, and technical support for divisional projects. In addition, the branch offers a wide range of design, construction, compliance, and permitting technical support services to parks, regions and program offices.

The Technical Branch plays an integral role in the success of each project managed by the Denver Service Center. Technical experts collaborate with project management teams to ensure each project

- complies with NPS policies and guidelines;
- complies with applicable laws and regulations;
- is within scope and budget;
- meets the programmatic requirements;
- is appropriate for the location;
- sustains the NPS design ethic;
- complies with health, safety, and functional requirements; and
- is described with construction documents that are adequate to construct the intended facility.



Fort McHenry National Monument and Historic Shrine Visitor/ Administration Center. NPS photo.

The Design and Construction Division Technical Branch manages the development and maintenance of the DSC Workflows Website, found at www.nps.gov/dsc/workflows.

SUSTAINABILITY

The Denver Service Center is committed to complying with and exceeding the requirements of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance," and other federal sustainability requirements. All new DSC-managed building construction and major renovations meet federal sustainability requirements, and all new buildings over 5,000 square feet are designed and constructed to meet U.S. Green Building Council Leadership in Energy and Environmental Design (LEED®) standards for certification.

This year, several buildings managed by the Denver Service Center have been LEED certified—Hawaii Volcanoes Visitor Emergency Operations Center is LEED Platinum, Hopewell Culture Museum Collections Storage Facility is LEED Gold, and Lake Mead Interagency Communication Center is LEED Gold. In addition, several buildings currently under construction are targeting LEED certification. Because the Denver Service Center emphasizes sustainability, 40 DSC employees are LEED AP®.

The Denver Service Center maintains the NPS Project Sustainability Checklist, which assists all project managers in tracking and analyzing sustainability standards throughout the design and construction management process. The sustainability checklist (<http://www.nps.gov/dscw/publicforms.htm>) highlights credit categories aligned with federal requirements and is used for both building and nonbuilding projects. It is based on the LEED green building certification program and tracks progress throughout the project life cycle, including compliance.



Inside the Statue of Liberty museum, Statue of Liberty National Monument. NPS photo.



STATUE OF LIBERTY NATIONAL MONUMENT

In FY 2011, the Denver Service Center began Phase 2 to complete life and safety upgrades to the Statue of Liberty National Monument. The \$27 million project was awarded in August 2011, and the Statue of Liberty itself was closed to the public on November 4, 2011, to give the contractor full access to the statue, while still allowing visitor access to Liberty Island.

Construction is currently underway, with at least 50 contractor employees working within the monument. The project will improve code compliant access and egress, including fire-rated enclosed and separate stairs, elevators, drainage improvements, and fire system components such as sprinklers, detectors, and alarms. For improved visitor comfort, the heating, ventilation, and air conditioning system will also be improved. Security at the Statue of Liberty will also be upgraded.

The Denver Service Center has managed this overall project since its inception in 2008. On the current construction project, the National Park Service has hired a construction management firm with five employees staffed in the field while implementing new record keeping procedures on Microsoft SharePoint. The current contract completion date in late September 2012 will allow the National Park Service to celebrate the 126th anniversary of the dedication of Liberty Enlightening the World in late October 2012.

Photo used courtesy of Earthcam.com.

GLACIER NATIONAL PARK, MANY GLACIER HOTEL RENOVATIONS

Located on the east side of Glacier National Park, the 214-room Many Glacier Hotel represents an important period in the development of national parks. Constructed from 1914–1915 by the Great Northern Railroad, the hotel hosts 500,000 visitors annually, and it is listed on the National Register of Historic Places. In its 95-year history, the hotel has not undergone any major renovations and required immediate attention to address critical health and life/safety issues.

The \$10 million renovation is funded through a combination of the line-item construction program and the American Recovery and Reinvestment Act of 2009. This project addresses critical life/safety issues and mitigates building code deficiencies while maintaining the integrity of the historic structure. The project replaces the electrical wiring, fire sprinkler, and fire detection and alarm system; provides seismic stability; upgrades egress paths with better fire resistivity, smoke control, structural capacity, and lighting; provides fire separations at code-required locations; addresses health requirements with the replacement of domestic water and waste lines; reduces maintenance on building fixtures and finishes; and reduces energy consumption by the introduction of energy efficient window glazing and lighting systems.

The project requires coordination among DSC staff, contract firm staff, park employees, concession employees, park visitors, and overnight hotel guests. The project is scheduled for completion in June 2012.

Many Glacier Hotel on the east side of Glacier National Park. NPS Photo.



NATIONAL MALL AND MEMORIAL PARKS

Washington Monument

After a 5.8 scale earthquake struck the Washington, DC metropolitan area on August 23, 2011, the Denver Service Center provided a team of NPS and consultant experts to assist with the structural assessments on several buildings and structures within the National Mall, including the Washington Monument. Emergency repairs were undertaken to remove stone falling hazards and temporarily waterproof the monument. A contract for elevator repairs was awarded in January 2012, with the elevator expected to be fully repaired and operational by late May 2012. A construction/repair contract will be awarded in August 2012, with the project expected to begin in September 2012 and last for approximately 12 to 18 months.

Washington Monument. NPS/Wiss, Janney, Elstner Associates Inc. photo.



PLANNING



Caribou in the road at Denali National Park. NPS photo.



Chickamauga and Chattanooga National Military Park. NPS photo.



Bridge at Deep Gap, looking south, Blue Ridge Parkway. NPS photo.

PLANNING

Mission Statement

For the National Park Service, we provide a collaborative framework for informed decision making that advances stewardship of resources and visitor experiences.

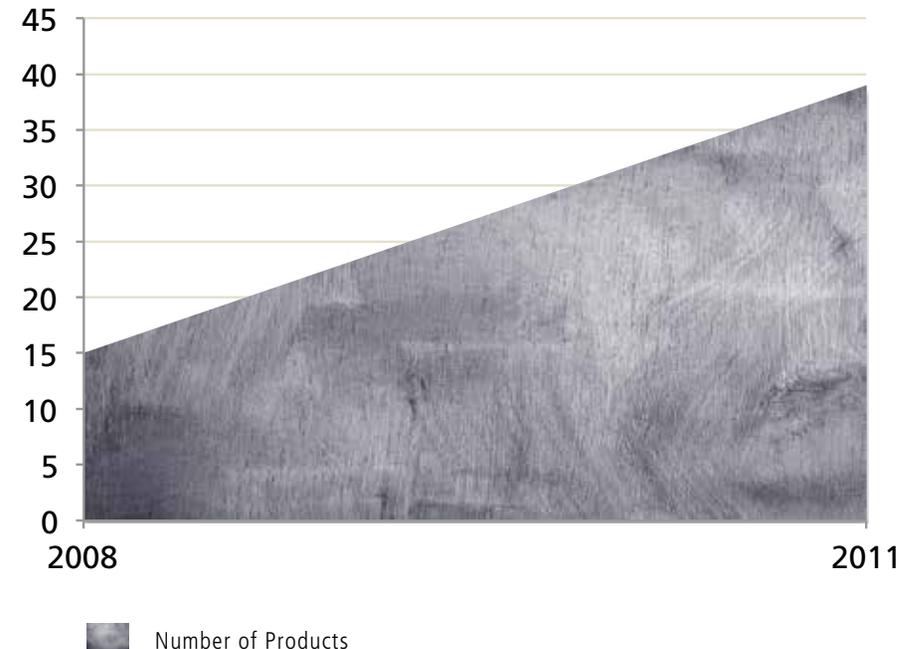
The Planning Division provides integrated mission-based park planning throughout the national park system. The division undertakes trackable planning processes to produce documents that assist NPS staff in making decisions to preserve natural and cultural resources while providing for excellent visitor experiences.

The Planning Division produces a wide range of planning documents, including foundation documents, site-specific plans, general management plans, comprehensive river management plans, wilderness stewardship plans, special resource studies, and commercial services plans. The division has been increasing the number of products it offers in order to better meet the planning need of parks. In 2008, the Planning Division offered 15 types of products. FY 2011, the division increased its services to 37 types of planning products (see Figure 7).

In FY 2011, the division managed 135 projects valued at almost \$10 million. The projects represent 96 national park system units and 2 national heritage areas throughout all NPS regions. Figure 8 shows the total funds managed and obligated by the Planning Division in FY 2011.

In FY 2011, the Planning Division received recognition by President Barack Obama and Secretary of the Interior Ken Salazar on project management of the study for the potential creation of the National Museum of the American Latino in Washington, DC. In addition, the division's National Mall Plan received the American Planning Association award for quality urban design, innovative problem solving, and a well-coordinated planning process.

Figure 7. Number of Product Types Produced by Planning Division, FY08–FY11

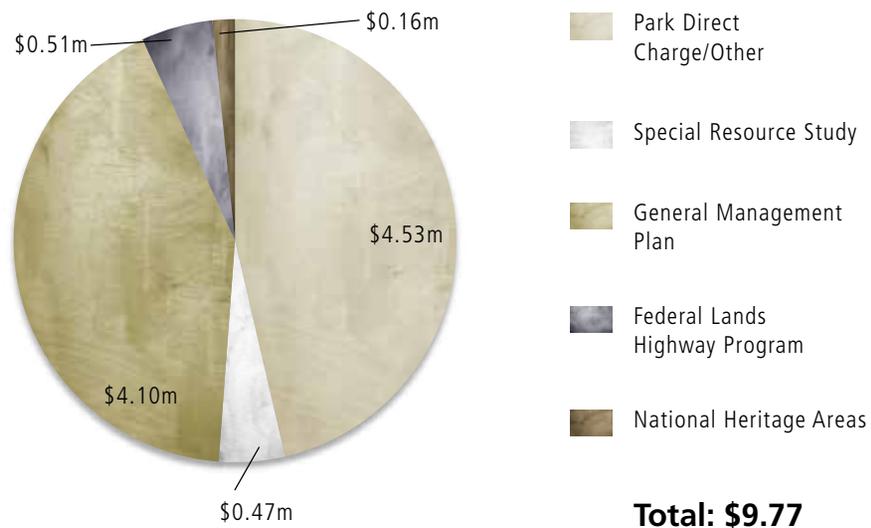


The division maintained an overall obligation rate of 99% and achieved 96% of its milestones in FY 2011. The map, at the end of this section, illustrates the type and location of DSC planning projects.

PLANNING PROJECTS AND STUDIES

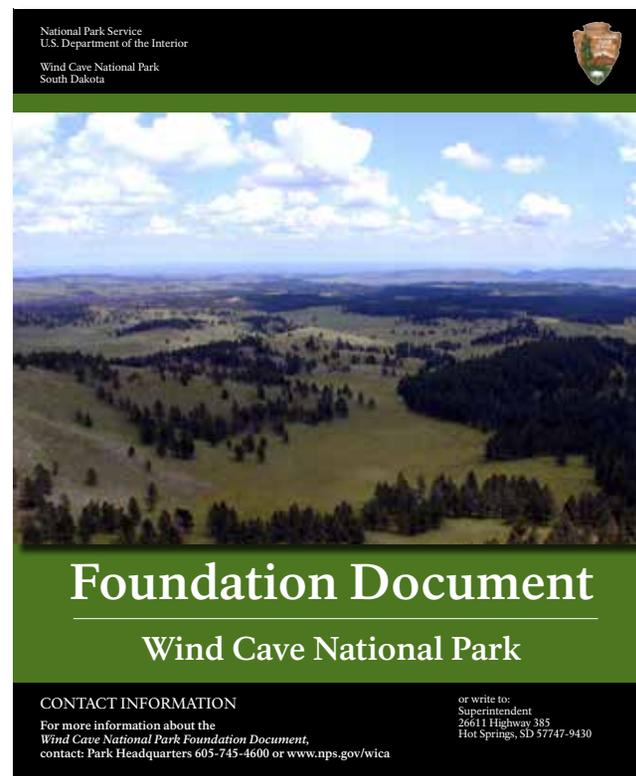
The Planning Division handles planning projects that are often complex and controversial. In FY 2011, DSC planning staff worked on 62 general management plans, 15 special resource or feasibility studies, and 2 national heritage area management plans. In addition, division staff worked on 46 projects in FY 2011 that were funded directly from park-specific accounts. Planning division staff also provided leadership, consultation, technical expertise, and facilitation for wild and scenic rivers management plans, wilderness studies and management plans, site development plans, commercial services plans, long-term transportation plans, and strategic plans.

Figure 8. DSC Planning Obligations by Funding Type, FY11 (in millions)



PUBLICATIONS BRANCH

The Publications Branch supports the Denver Service Center, NPS regional offices, and NPS national program offices by providing geographic information system (GIS), editorial, and graphic design services. The branch serves as the DSC liaison for print production services provided by the Government Printing Office. The branch's visual information specialists have contributed to the ability of the National Park Service to effectively reach diverse and geographically dispersed audiences by advancing media technology to include multilingual video, Internet, radio, and social media.



Foundation Document
for Wind Cave
National Park.

VISITOR USE AND CAPACITY MANAGEMENT

In FY 2011, the Planning Division continues to improve and diversify its visitor use management capabilities with the DSC visitor use management team. The team's purpose is to bring innovation and expertise to the advancement of visitor use management and to set the standard for progressive, relevant, and defensible visitor use management processes and products within the National Park Service. Over the last year, the visitor use management team provided technical support on more than 30 projects, including Snake River Headwaters Comprehensive River Management Plan at Grand Teton and Yellowstone National Parks; Petrified Forest National Park Wilderness Stewardship Plan; and Golden Gate National Recreation Area Long-range Transportation Plan.

In FY 2011, members of the visitor use management team helped charter an interagency council for visitor use management among the National Park Service, Bureau of Land Management, U.S. Forest Service, and U.S. Fish and Wildlife Service. The Interagency Visitor Use Management Council is committed to providing guidance on visitor use management by developing effective and legally defensible implementation tools for assessment, planning, and management.



Interagency Visitor Use Management Council logo. Designed by DSC Planning Division.

NATIONAL WILD AND SCENIC RIVERS STUDIES AND PROGRAM SUPPORT

In FY 2011, Planning Division staff supported the National Wild and Scenic Rivers program office, park planning and special studies, NPS regions, and national park system units by designing new planning tools for the development of outstandingly remarkable values workshops and analysis. Planning Division staff worked on comprehensive river management plans at several parks, including Yosemite National Park, Grand Teton National Park, Zion National Park, and Obed Wild and Scenic River. In addition, Planning Division staff served on the national NPS Steering Committee for Wild and Scenic Rivers and the Interagency Wild and Scenic Rivers Coordinating Council.



Big Bend National Park. NPS photo.

CLIMATE CHANGE

In FY 2011, the Planning Division continued to integrate climate change policy, science, and analysis into planning documents. Climate change information is incorporated into all ongoing planning efforts. The division evaluated new tools, such as scenario planning, to aid in development of park plans. Several DSC planning specialists and project managers attended a scenario planning training workshop to apply this emerging planning tool for park planning. DSC planning staff also participated in a newly formed “adaptation working group” to develop implementation actions and strategies to support the goals and objectives outlined in the *NPS Climate Change Response Strategy*. A planning division representative also served as a member of the National Climate Change Steering Committee.



Green Sea Turtle,
Biscayne National
Park. Photo by
NPS/South Florida/
Caribbean Network.



Gulf Islands National Seashore. NPS photo.



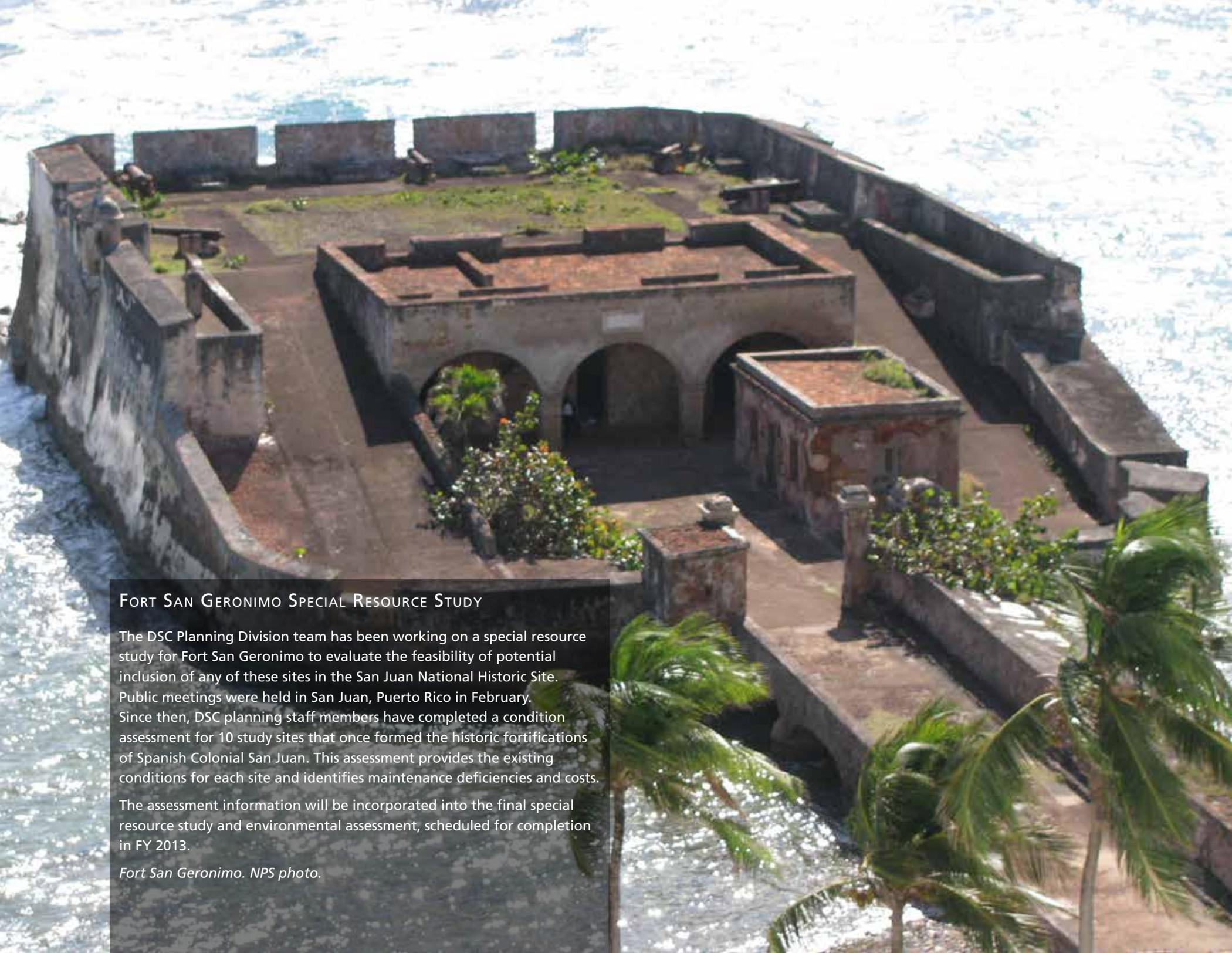
FY 2011 COMPLETED PRODUCTS

In FY 2011, DSC Planning Division staff completed numerous planning projects, some that had been in process for many years. The staff provided management and technical expertise on the general management plans for Apostle Islands National Lakeshore, Montezuma Castle and Tuzigoot National Monuments, National Mall and Memorial Parks, and Big Cypress National Preserve Addition Lands. Division staff also completed the Atchafalaya National Heritage Area Management Plan, Abraham Lincoln Resource Stewardship Strategy, Sand Creek Resource Stewardship Strategy, St. Croix Special Resource Study, and Wekiva River Comprehensive River Management Plan / Environmental Assessment.

DSC planners completed foundation documents for Wind Cave National Park, Fort Donelson National Battlefield, Cape Hatteras National Seashore, and Joshua Tree National Park.

Division staff also completed outstandingly remarkable values documents for Rio Grand Wild and Scenic River in Big Bend National Park, Missouri National Recreation River, Obed Wild and Scenic River, Virgin River in Zion National Park, and Snake River Headwaters Wild and Scenic River in Grand Teton and Yellowstone National Parks.

Apostle Islands National Lakeshore. NPS photo.



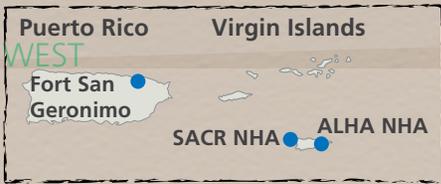
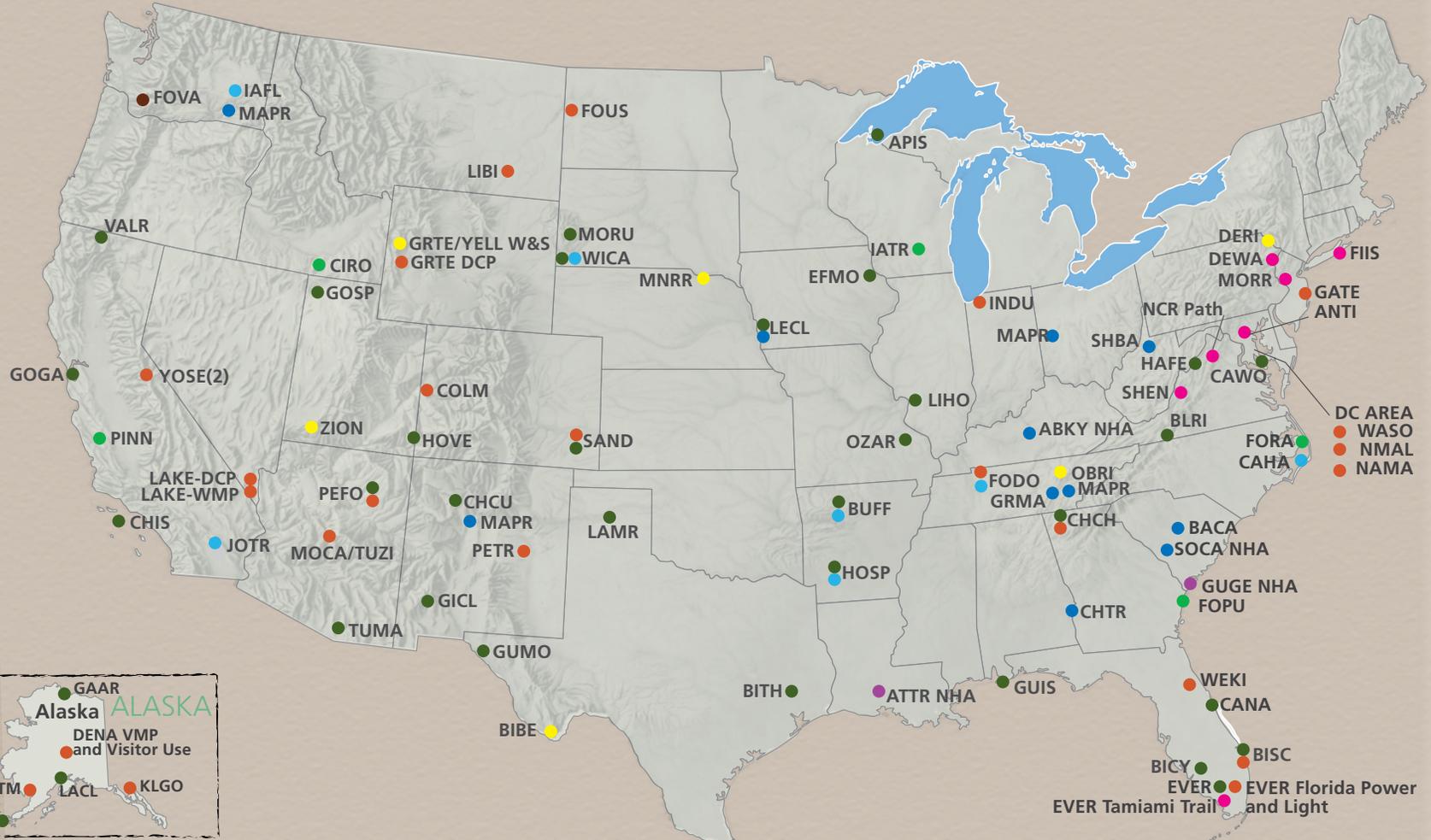
FORT SAN GERONIMO SPECIAL RESOURCE STUDY

The DSC Planning Division team has been working on a special resource study for Fort San Geronimo to evaluate the feasibility of potential inclusion of any of these sites in the San Juan National Historic Site. Public meetings were held in San Juan, Puerto Rico in February. Since then, DSC planning staff members have completed a condition assessment for 10 study sites that once formed the historic fortifications of Spanish Colonial San Juan. This assessment provides the existing conditions for each site and identifies maintenance deficiencies and costs.

The assessment information will be incorporated into the final special resource study and environmental assessment, scheduled for completion in FY 2013.

Fort San Geronimo. NPS photo.

FY11 DSC Planning Projects



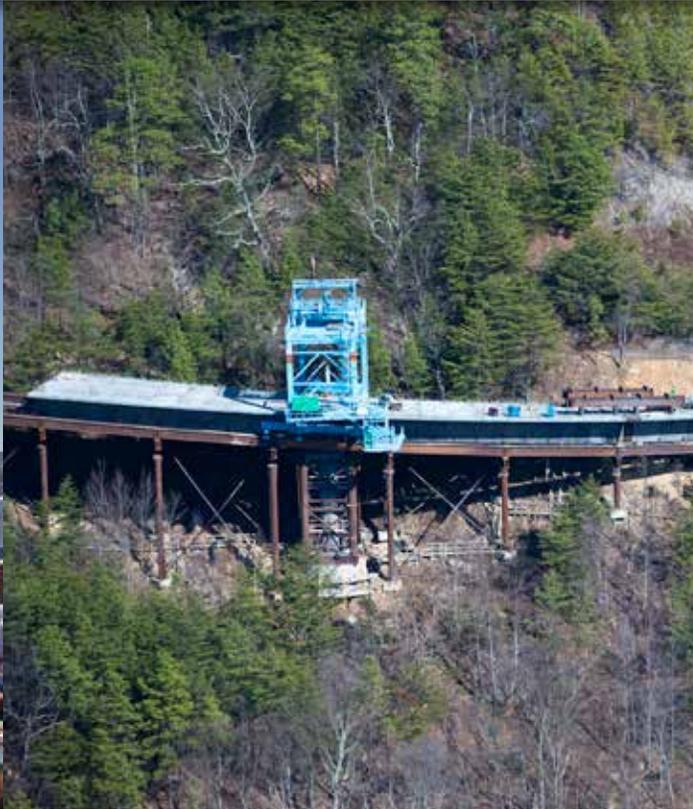
Legend

● General Management Plan	● Master Plan and Design Program
● Assistance on GMP	● EIS Planning and Compliance
● Foundation Document	● Wild and Scenic Rivers
● Special Resource Study/Feasibility Study	● Other (i.e., Wilderness Study, RSS, CSP, DCP, Presentation Plan)
● National Heritage Area	● Regional Offices

TRANSPORTATION



Alcatraz Ferry, Golden Gate National Recreation Area.
NPS photo.



Construction of Bridge 2 of the Foothills Parkway, Great Smoky Mountains National Park. NPS photo.



Transportation scholars at Rocky Mountain National Park.
NPS photo.

TRANSPORTATION

Mission Statement

With an understanding of the national transportation context and grounded in the NPS mission, our teams of dedicated and diverse professionals collaborate with parks and partners to deliver innovative transportation solutions that exceed expectations and address the dynamic and complex challenges facing the National Park Service.

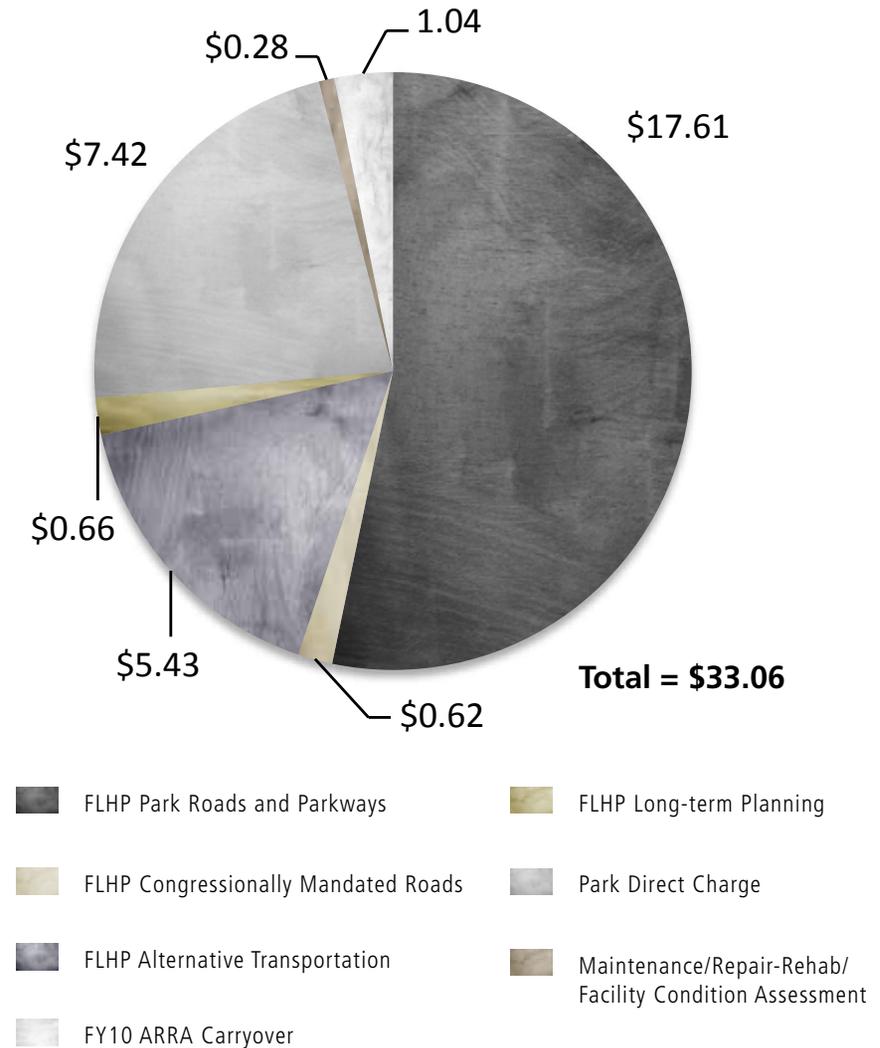
The Transportation Division provides project management services for transportation projects within the national park system. The division serves as a liaison between the Federal Highway Administration (FHWA) and national park system units to identify issues, develop recommendations and innovative solutions, and ensure that national park system unit resources are protected.

The Transportation Division provides project support to the Park Roads and Parkways Program, the Alternative Transportation Program, Long Range Transportation program, and other transportation planning activities. It provides technical expertise in landscape architecture, revegetation, cultural and natural resource activities, and professional project management in coordination with the three divisions of Federal Lands Highway.

In FY 2011, division staff worked on 178 projects, valued at \$185 million in the Federal Lands Highway Program (FLHP). In addition, division staff worked on 51 park-funded projects valued at \$7.4 million. Figure 9 shows the total amount of FY 2011 contract obligations by funding support.

The Transportation Division realigned organizationally to better serve regions and parks in FY 2011. The three branches within the division are now aligned to the regions they support with the Revegetation and Compliance Groups shared across branches.

Figure 9. Transportation Division Contract Obligations by Funding Type, FY11 (in millions)



The Transportation Division has been leading NPS efforts in working with the Federal Lands Highway Headquarters and Divisions to develop a training program that will strengthen the partnership with the Federal Highway Administration and educate NPS units about the program. This training will be available for NPS and FHWA managers to ensure continuation of the underlying philosophies of the transportation program management for NPS roads. Ideally, this training will be codelivered by experienced NPS and FHWA staff.

The Transportation Division participates in the NPS Transportation Management Program, Alternative Transportation in Parks and Public Lands Program, Park Roads and Parkways Program, and Long Range Transportation Planning. Project managers and specialists provide management and support on a variety of transportation studies and plans, comprehensive transportation planning, facility design, and project implementation. They also perform value analysis studies and participate in charrettes. The branch participates in the nationwide transportation working group, which meets to develop business practices and goals of the Alternative Transportation Program.

By agreement with the Federal Highway Administration, Transportation Division staff provides landscape architecture expertise and compliance activities necessary to meet legal requirements and fulfill the NPS mission of natural and cultural resources protection. DSC staff also provides project management expertise and coordinates with Federal Highway Administration colleagues to ensure projects remain on track and park concerns are addressed. Division staff members are involved from the initial in-field scoping of the project to final construction inspection to meet the needs and requirements of parks and regions.



Cyclist at Golden Gate National Recreation Area. NPS photo.

REVEGETATION PROGRAM

The Transportation Division Revegetation Program mitigates signs of construction disturbance by reestablishing native plant communities in parks. Revegetation Program staff work to remove old road scars through grading and revegetation, develop eradication plans for nonnative species, and address erosion or stabilization issues. In addition, revegetation staff coordinates the production of thousands of pounds of park indigenous seed, along with bare root and container plants, with the Department of Agriculture Natural Resources Conservation Service.

In FY 2011, the DSC Revegetation Program supported 40 projects in 29 national park system units. Revegetation Program staff also participated in revegetation planning, including writing plans and reviewing specifications. In addition, staff promoted technology transfer, responded to technical assistance requests, and supported special studies and projects.



Muir Woods National Monument. NPS photo.

COMPLIANCE SECTION

The Transportation Division Compliance Section provides assistance to parks and regions related to the National Environmental Policy Act (NEPA), Endangered Species Act, Wilderness Act, Wild and Scenic Rivers Act, Executive Order 11990, "Protection of Wetlands," Executive Order 11988, "Floodplain Management," and section 106 of the National Historic Preservation Act to assist in meeting compliance and permitting requirements.

The specialists in the Compliance Section have extensive experience in cultural and natural resources management and consultation. In addition to the delivery of categorical exclusions, environmental assessments, and environmental impact statements for transportation-related projects, the group also works on nontransportation-related projects, such as abandoned mineral land and transmission line NEPA and section 106. The Compliance Section staff is available for consultation on other projects by request.



Natchez Trace Parkway Superintendent Cameron Sholly recognized trail development partners from the City of Ridgeland, the Denver Service Center, and the Federal Highway Administration with superintendent's appreciation awards for their work on a 5.3-mile-long section of the Multiuse Trail. The award was presented during this ribbon cutting ceremony held January 2011. Representatives from Senator Thad Cochran's office, Madison County, Jackson Metro Cyclists, and Bike Walk Mississippi were also present to show their support for the new trail, which is designed to preserve the scenic cultural landscape of the Natchez Trace Parkway while providing an enjoyable recreational opportunity for park visitors. NPS photo.

BADLANDS NATIONAL PARK, BADLANDS LOOP ROAD

In partnership with Central Federal Lands Highway Division, the Denver Service Center is working on an ongoing project to repair and rehabilitate the entire 28 miles of Badlands Loop Road, the primary paved road in Badlands National Park. Phase 4 will rehabilitate the last 3.48 miles of the Badlands Loop Road, and it includes an optional schedule to rehabilitate 1.6 miles of Conata Road.

This project will consist of hot asphalt concrete pavement overlay, drainage improvements, deep pavement patching, placement of geogrid, new aggregate surfacing, paving, and incidental roadway rehabilitation improvements. Phase 4 was awarded for \$4.2 million. The project is expected to be completed in September 2012.

Badlands Loop Road at Badlands National Park. NPS photo.





GEORGE WASHINGTON MEMORIAL PARKWAY, BOUNDARY CHANNEL BRIDGE

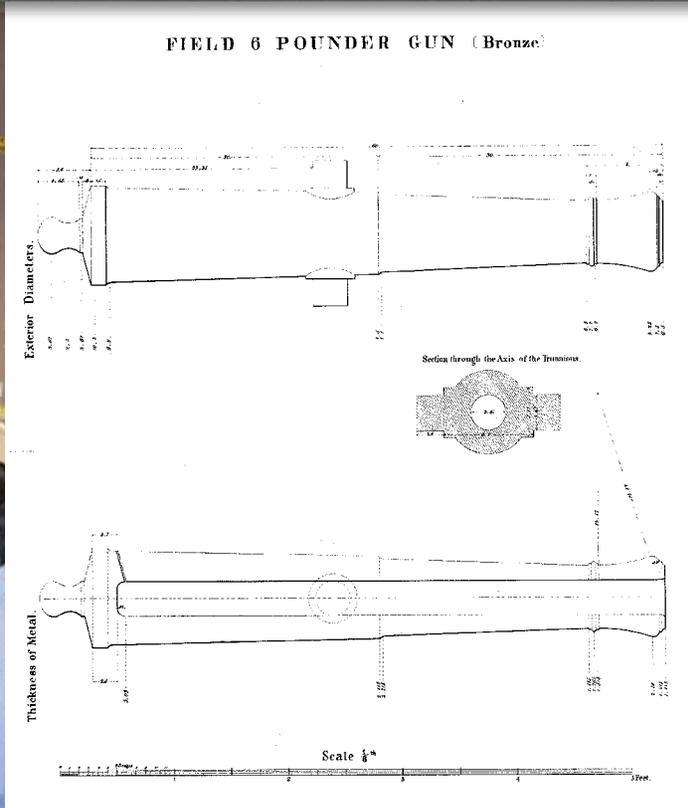
The Denver Service Center is working in partnership with the Federal Highway Administration to reconstruct the George Washington Memorial Parkway Boundary Channel (“Humpback”) Bridge. This \$35.4 million project includes a new acceleration lane off the I-395 southbound exit to George Washington Memorial Parkway northbound, which has improved safety and traffic flow. The project included vertical realignment of approaches and bridge structure for improved visibility beyond the bridge. The multiuse pedestrian trail was realigned and provides tunnels under the parkway to provide safe access to and from Columbia Island Marina, Lady Bird Johnson Park, Lyndon Baines Johnson Memorial Grove, and the Navy and Marine Memorial. The project will be completed in spring 2012.

George Washington Memorial Parkway Boundary Channel (“Humpback”) Bridge. NPS Photo.

INFORMATION MANAGEMENT



Members of the Technical Information Center team strategize during data migration efforts. NPS photo.



Drawings of gun carriages from the Mordecai Collection. NPS image.



Coyote in tall grass, Wind Cave National Park. NPS photo.

INFORMATION MANAGEMENT

Mission Statement

We strive to improve the effectiveness and efficiency of each DSC project through technological innovation and by providing employees with the tools and information needed to ensure project success.

The Information Management Division supports DSC projects and servicewide initiatives in project management control, document and records management, web design and maintenance, digital printing, information systems, employee development, and distance learning.

EXTERNAL CONSTRUCTION SHAREPOINT SITES—DOI CONNECT

The Information Management Division developed pilot NPS SharePoint sites in FY 2011 for the U.S. Department of the Interior (DOI) on its DOI Connect External SharePoint Farm. A SharePoint template for gathering and sharing information during the construction phase of

projects was developed and utilized on all DSC American Recovery and Reinvestment Act of 2009 (ARRA) projects, allowing the National Park Service and its partners to electronically collaborate and share documents on the DOI-sponsored site. It is the central location for all electronic project documents and incorporates workflow and electronic signatures. These documents will be electronically transferred to the Technical Information Center / Documentum system for preservation and electronic records management. This tool has proven to be critical for timely and efficient construction management of projects and is now being used for all design and construction projects. SharePoint templates continue to be developed for other phases of projects, with the ultimate objective of creating, storing, and archiving all electronic documents for every phase of a project.

Construction Management Project Sites									
ALL	WEST	ALASKA	PACIFIC WEST	INTERMOUNTAIN	MIDWEST	EAST	NATIONAL CAPITAL	NORTHEAST	SOUTHEAST
Filtered By: All									
ACAD 142794	ACAD 110917	AKSE 146447	BISC 166311	BOY 132739	BOY 110466	BOY 113060			
BOET 110990	BRCA 114300	CAVA 19061	CASA 18844	CAVE 116248	CHM 116632	CHM 116712			
CRKD 146231	CRSR 100777	CRSR 144133	DENA 21446	DENA 147021	DENA 101001	DENA 102484			
DEWA 111718	DEWA 021111	FIRE 110428	FIRE 172912	FPO 116238	FPO 116238	FPO 116238			
GATE 149238	GATE 111331	GATE 10008	GATE 172297	GRD 117413	GRD 117413	GRD 117413			
GSGA 110861	GSGA 110861	GRND 110112	CASH 148274	GRF 116474	GRF 116474	GRF 116474			
GWRP 110123	GWRP 111411	HAWI 100103	HFR 102701	HOE 114034	HOE 114034	HOE 114034			
ILWA 110007	ILWA 110007	JARD 110010	JARD 110010	JARD 110010	JARD 110010	JARD 110010			
INWA 110010	INWA 110010	INWA 110010	INWA 110010	INWA 110010	INWA 110010	INWA 110010			
OKM 110010	OKM 110010	OKM 110010	OKM 110010	OKM 110010	OKM 110010	OKM 110010			
POOR 110010	POOR 110010	POOR 110010	POOR 110010	POOR 110010	POOR 110010	POOR 110010			
SHR 110010	SHR 110010	SHR 110010	SHR 110010	SHR 110010	SHR 110010	SHR 110010			
STC 110010	STC 110010	STC 110010	STC 110010	STC 110010	STC 110010	STC 110010			

DSC SharePoint sites aid in team collaboration and document sharing. NPS image.

EMPLOYEE DEVELOPMENT

The Denver Service Center is committed to employee development, training, and certification for its professional workforce. DSC employees are engaged in servicewide courses, acquire professional certifications and accreditations, and participate in supervisory and leadership training, computer training, seminars and conferences, and individual developmental training.

In FY 2011, 38 DSC project managers were trained in the Federal Acquisition Certification for Program and Project Managers (FAC-PPM) curriculum. Plans are being made to submit applications for certification for all DSC project managers in 2012. The FAC-PPM certification is being mandated for DOI capital investment projects that are reported in the Electronic Capital Planning and Investment Control (eCPIC) system. In FY 2011, Denver Service Center employees participated in all courses of the NPS Fundamentals training program.

During FY 2011, DSC programs were supported by 79 certified project managers, 40 employees accredited in U.S. LEED® standards, 174 contracting officer representatives, and 21 warranted contracting officers.

PROVIDING INFORMATION THROUGH SYSTEMS AND NEW MEDIA

The Denver Service Center relies on a number of state-of-the-art system tools for accountability and efficiency in its operations, and uses the Microsoft Project Server to provide accurate and timely reports for project work. In FY 2011, more than 900 DSC-managed projects were maintained in Microsoft Project and SharePoint sites, including Panorama, which provides a dashboard view of DSC projects and is accessible to NPS employees to ensure project transparency. DSC project support staff added almost 150 Harpers Ferry Center media development projects in the Microsoft Project system in FY 2011.

The DSC Workflows website (<http://www.nps.gov/dsc/workflows>) provides guidance for A/E and construction firms working on NPS projects and is also used by NPS employees to access clear and timely guidance for project completions.

Website support has included sites for the National Mall Plan (www.nps.gov/nationalmallplan), Friends of the National Museum of the American Latino (<http://americanlatinomuseum.org>), Designing the Parks awards program (<http://www.designingtheparks.org>), and general technical assistance. In addition to website support, the Information Management Division continued to support the servicewide need for a secure file transfer site. The secure file transfer site is available to all NPS employees and is used as a secure external file sharing device for large files.

TECHNICAL INFORMATION CENTER

The Technical Information Center (TIC) is the servicewide information management system for all NPS-generated planning, design, and construction drawings and documents and related technical report documentation. The center provides on-site archiving assistance to parks and regions.

The Technical Information Center cataloged or scanned materials for 352 national park system units with in FY 2011. The TIC staff provided archiving services for Gateway National Recreation Area, Intermountain Region–Santa Fe Trail building project, Voyageurs National Park, National Capital Region, Chaco Culture National Historical Park, and Death Valley National Park. The center directly assisted Andrew Johnson National Historic Site, Canaveral National Seashore, Christiansted National Historic Site, and Blue Ridge Parkway. In addition, the center assisted in disaster response for the August 2011 Washington, DC earthquake and Atlantic hurricane sites.

The Technical Information Center and Harpers Ferry Center entered into a project agreement through which the Technical Information Center will scan and make accessible many of their collections; to date 360 map drawers containing exhibit drawings have been received for cataloging and scanning.

The Technical Information Center is the oldest information system in the National Park Service, and its collection is available to NPS employees through eTIC for ready access at <http://etic.nps.gov>. eTIC is based on a “Google-like” search process. Fifteen percent of NPS employees are registered users of eTIC, and more than 50,000 searches were completed by users in FY 2011 with more than 75,000 documents and records viewed, downloaded, or delivered to users.

LIBRARY

The DSC Library provides reference, cataloging, and loan services to Denver-based NPS employees. The library also responds to reference and loan requests from NPS employees servicewide. In addition, the library serves the public by lending materials to academic, government, public, and corporate libraries. In FY 2011, the library assisted 41 park units with cataloging, labels, lists, and requests. Library staff completed 378 library reference / loan requests from NPS employees and government, academic, and public libraries. The NPS Library catalog is available for searching at <http://www.library.nps.gov>. In FY 2011, the library cataloging activities increased 37% from the previous year.



Zion National Park. NPS photo.

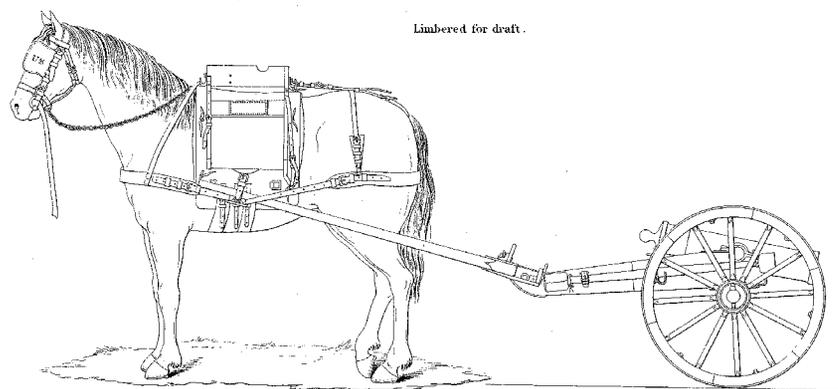
MORDECAI COLLECTION
AT THE TECHNICAL
INFORMATION CENTER

With the sesquicentennial commemoration of the American Civil War in 2012, there has been a demand for the Mordecai Collection—a series of gun plates taken from *Artillery for the Land Service of the United States* by Alfred Mordecai. The plates show the forms and dimensions of the ordnance and of the various gun carriages, wagons, equipment, and implements for the service of the artillery, together with the details required for their construction at the arsenals. The Technical Information Center collected the plates from Harpers Ferry Center. When Civil War reenactment groups or hobbyists are looking for the plates, the Technical Information Center can supply the drawings in just a few clicks.

Images from the Mordecai Collection, 1848, digitized by DSC TIC staff. NPS image.

GUN CARRIAGE.

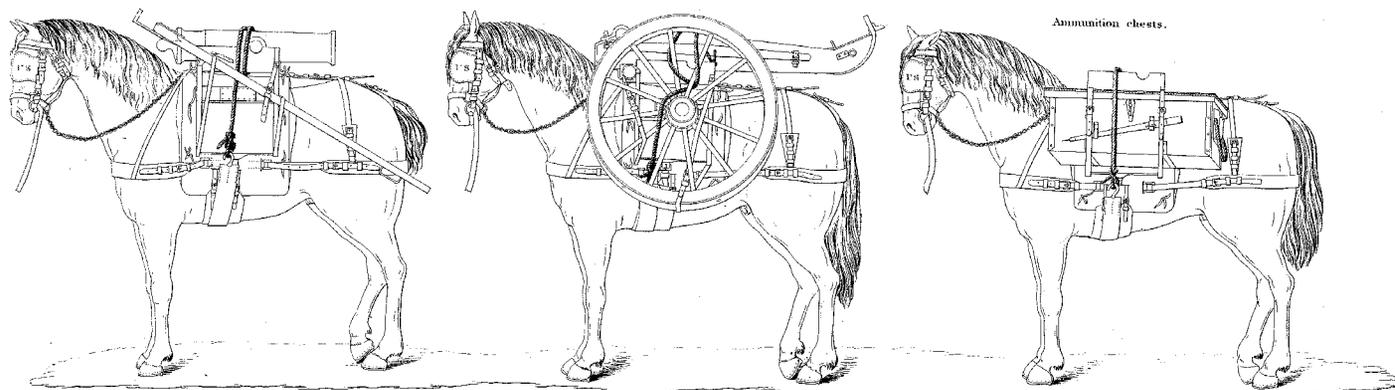
Limbered for draft.



Packs.

Carriage.

Ammunition chests.



Scale 1/4"

inches.

BUDGET & FINANCE



River otters at Snake River Headwaters, Grand Teton National Park. NPS photo.



Desert globe mallow, Joshua Tree National Park. NPS photo.



Havasu Creek, Grand Canyon National Park. NPS photo.

FY 2011 DENVER SERVICE CENTER BUDGET AND FINANCIAL PERFORMANCE

The Denver Service Center is funded through appropriated base funding for its line-item construction program activities and receives additional project-based funding through other sources including the general management planning program, Federal Lands Highway Program, Federal Lands Recreation Enhancement Act projects, American Recovery and Reinvestment Act (ARRA) of 2009, and individual refundable and reimbursable projects.

The Denver Service Center had one of its largest, most complex programs in FY 2011. Careful management of budget and fiscal systems and processes enabled the Denver Service Center to achieve nearly 100% utilization of its funding from all sources, while remaining within available funds.

In FY 2011, DSC operational budgets totaled \$44.8 million, excluding construction contract obligations. This includes \$19.5 million in base expenditures, \$7.4 million for ARRA project management and contracting support, and \$17.8 million in negotiated project funding from varying appropriated fund sources. Figure 10 shows DSC appropriated base funding for FY 2008 through FY 2011. Figure 11 shows a breakdown by funding source for total DSC expenditures for FY 2011, excluding construction contract obligations.

Figure 10. Appropriated DSC Base Funding, FY08—FY11 (in millions)

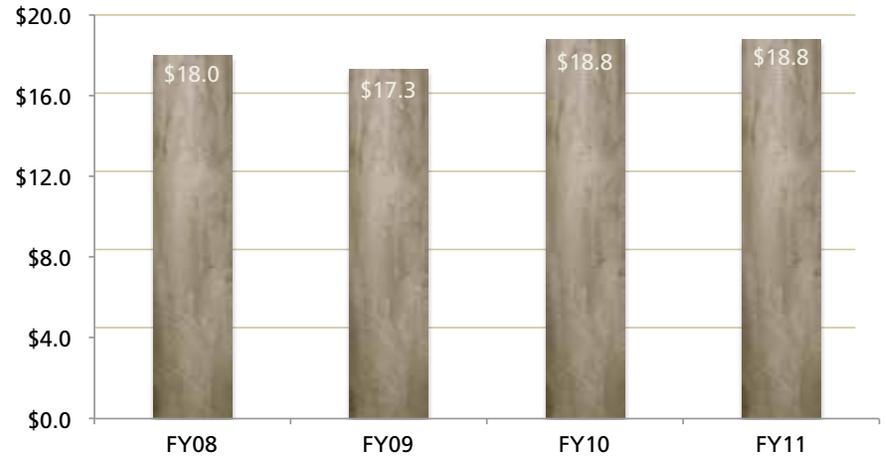
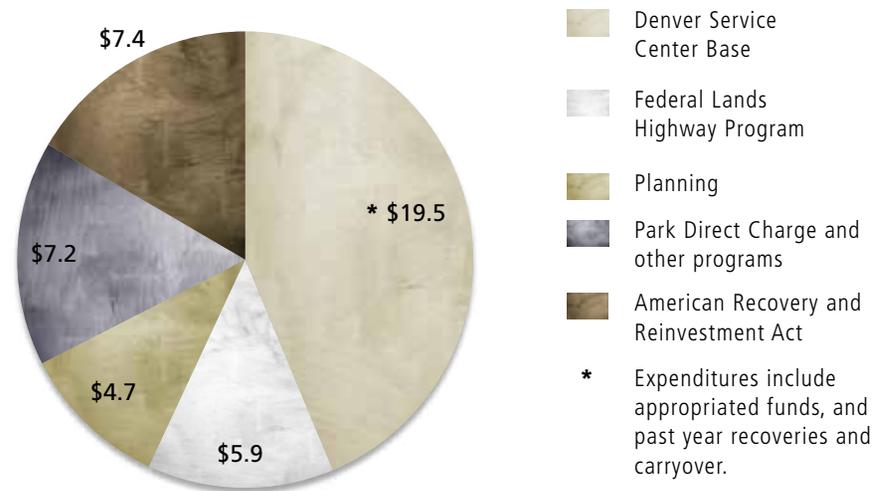


Figure 11. Total DSC expenditures, FY11 (in millions)



FY 2012 & BEYOND



Spider web at Natchez Trace Parkway. NPS photo.



Gateway Arch, Jefferson National Expansion Memorial. NPS photo.



Bodie Island Lighthouse at sunrise, Cape Hatteras National Seashore. NPS photo.

FY 2012 and Beyond

As the Denver Service Center is completing the largest three-year span of work in our history, FY 2011 was our largest construction management workload in history. We are continuing to work on this high volume of construction management in FY 2012, as we complete our American Recovery and Reinvestment Act of 2009 projects.

We are proactively seeking involvement with partnership projects where our professional and technical expertise could benefit the park, project, and partners. Some of our current partnership projects include work at the Salt River Bay National Historical Park and Ecological Preserve, the National Mall Implementation Plan, and Flight 93 National Memorial. We project a healthy workload for our office in 2013 and 2014.

We look forward to working with parks and partners on projects in FY 2012 and beyond, including the Chickasaw Village Cultural Center at Natchez Trace Parkway, security-related projects in our nation's capital, the Tamiami Trail at Everglades National Park, and the City Arch River 2015 project at the Jefferson National Expansion Memorial.



Butterfly at Fort Donelson National Battlefield. NPS photo.

The Denver Service Center is proud to be involved with the NPS Call to Action, a plan to prepare for a second century of stewardship and engagement for the National Park Service. The Denver Service Center is actively engaged in many of these initiatives, including “Follow the Flow” and “Team Buyin’ ”—actions for establishing water trails and creating contracting solutions, respectively. We are committed to this second century of vision for the National Park Service that includes connecting people to parks, strengthening our role in education, continuing to preserve America’s special places, and enhancing professional and organizational excellence within the National Park Service.

The Denver Service Center looks forward to implementing the partnership training program with the Federal Lands Highway Program. The Transportation Division has been developing this training program with the Office of Federal Lands Highway to ensure the underlying philosophies of the traditions and program management of our national park roadway systems will continue.

We will continue our commitment to customer service and will strive to remain flexible and proactive as we support the programs of the National Park Service. The Denver Service Center will continue to carry out the mission of the National Park Service to preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. We welcome your input and look forward to your continued support of the national park system.



Logo created for National Water Trail System initiative, an interagency effort, administered by the NPS. Logo created by the DSC Planning Division.



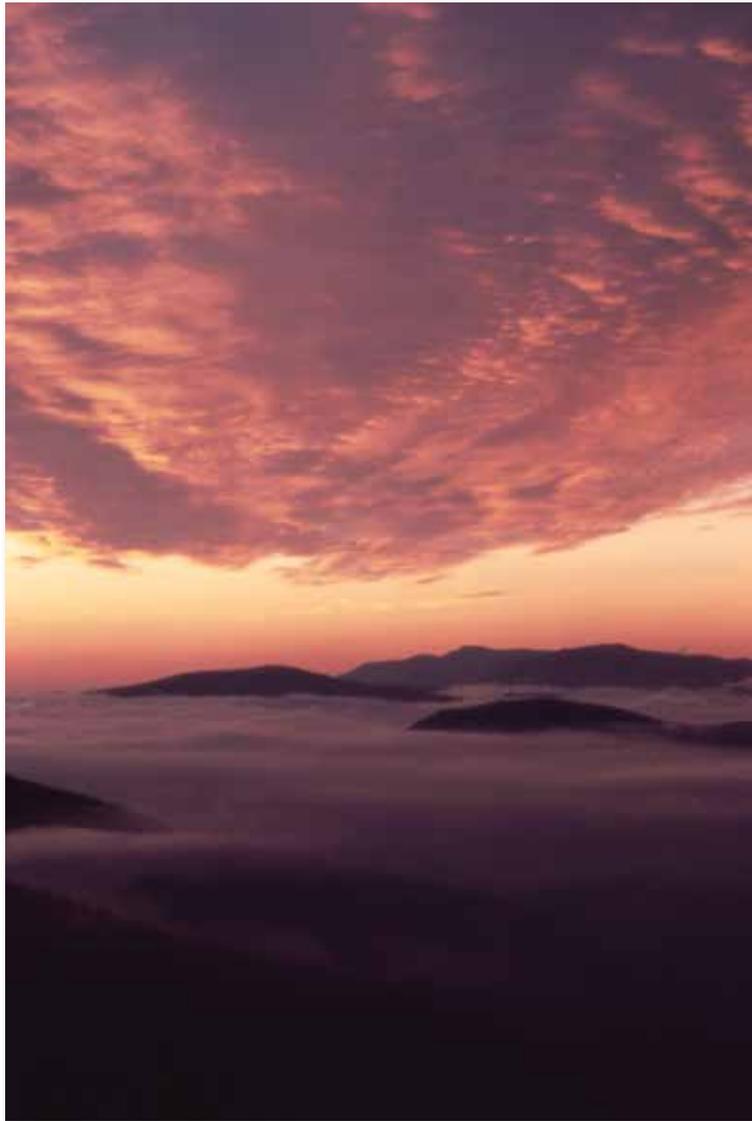
SALT RIVER BAY NATIONAL HISTORICAL PARK AND ECOLOGICAL PRESERVE

Conceptual drawing of the courtyard for the Marine Research and Education Center at the Salt River Bay National Historical Park and Ecological Preserve, St. Croix, U.S. Virgin Islands. The project is a NPS partnership project with the Joint Institute for Caribbean Marine Studies. The project is in the early design phase and scheduled for construction completion in 2016.

Key to Planning Division and Transportation Division Maps

ABKY NHA	Abraham Lincoln Kentucky Sites National Heritage Area	CORO	Coronado National Memorial
ACAD	Acadia National Park	CRLA	Crater Lake National Park
ALHA NHA	Alexander Hamilton Grange National Heritage Area	CRMO	Craters of the Moon National Monument and Preserve
ANTI	Antietam National Battlefield	DENA	Denali National Park and Preserve
APIS	Apostle Islands National Lakeshore	DERI	Delaware River
ARCH	Arches National Park	DEVA	Death Valley National Park
ASIS	Assateague Island National Seashore	DEWA	Delaware Water Gap National Recreation Area
ATTR NHA	Atchafalaya National Heritage Area	DINO	Dinosaur National Monument
BACA	Battle of Camden	EFMO	Effigy Mounds National Monument
BADL	Badlands National Park	EISE	Eisenhower National Historic Site
BAND	Bandelier National Monument	ELRO	Eleanor Roosevelt National Historic Site
BAWA	Baltimore-Washington National Parkway	ERIE NHA	Erie Canalway National Heritage Corridor
BIBE	Big Bend National Park	EVER	Everglades National Park
BICY	Big Cypress National Preserve	FIIS	Fire Island National Seashore
BISC	Biscayne National Park	FODO	Fort Donelson National Battlefield
BISO	Big South Fork National River and Recreation Area	FOLS	Fort Larned National Historic Site
BITH	Big Thicket National Preserve	FONE	Fort Necessity National Battlefield
BLAC NHA	Blackstone River Valley National Heritage Corridor	FOPU	Fort Pulaski National Monument
BLRI	Blue Ridge Parkway	FORA	Fort Raleigh National Historic Site
BOHA	Boston Harbor Islands National Recreation Area	FOUS	Fort Union Trading Post National Historic Site
BRCA	Bryce Canyon National Park	FOVA	Fort Vancouver National Historic Site / Vancouver National Historic Reserve
BUFF	Buffalo National River	FRSP	Fredericksburg and Spotsylvania National Military Park and Cemetery
CACH	Canyon de Chelly National Monument	GAAR	Gates of the Arctic National Park and Preserve
CACO	Cape Cod National Seashore	GATE	Gateway National Recreation Area
CAHA	Cape Hatteras National Seashore	GERO	George Rogers Clark National Historical Park
CALO	Cape Lookout National Seashore	GETT	Gettysburg National Military Park and Cemetery
CANA	Canaveral National Seashore	GEWA	George Washington Birthplace National Monument
CARE	Capitol Reef National Park	GICL	Gila Cliff Dwellings National Monument
CAVE	Carlsbad Caverns National Park	GLAC	Glacier National Park
CAVO	Capulin Volcano National Monument	GLCA	Glen Canyon National Recreation Area
CAWO	Carter G. Woodson Home National Historic Site	GOGA	Golden Gate National Recreation Area
CHCH	Chickamauga and Chattanooga National Military Park	GOIS	Governors Island National Monument
CHCU	Chaco Culture National Historical Park	GOSP	Golden Spike National Historic Site
CHIC	Chickasaw National Recreation Area	GRMA	Green McAdoo School
CHIR	Chiricahua National Monument	GRSM	Great Smoky Mountains National Park
CHIS	Channel Islands National Park	GRTE	Grand Teton National Park
CHOH	Chesapeake and Ohio Canal National Historical Park	GUGE NHA	Gullah Geechee National Heritage Area
CHTR NHA	Chattahoochee Trace National Heritage Area	GUIS	Gulf Islands National Seashore
CIRO	City of Rocks National Reserve	GUMO	Guadalupe Mountains National Park
COLM	Colorado National Monument	GWMP	George Washington Memorial Parkway
COLO	Colonial National Historical Park		

HAFE	Harpers Ferry National Historical Park	NPNH	National Parks of New York Harbor
HALE	Haleakala National Park	OBED	Obed Wild and Scenic River
HAMP	Hampton National Historic Site	OBRI	Obed River
HOFR	Home of Franklin D. Roosevelt National Historic Site	OZAR	Ozark National Scenic Riverways
HOME	Homestead National Monument of America	PAIS	Padre Island National Seashore
HOSP	Hot Springs National Park	PEFO	Petrified Forest National Park
HOVE	Hovenweep National Monument	PETE	Petersburg National Battlefield and Cemetery,
IAFL	Ice Age Complex at Cross Plains		Poplar Grove National Cemetery
IATR	Ice Age National Geological Trail	PETR	Petroglyph National Monument
INDU	Indiana Dunes National Lakeshore	PINN	Pinnacles National Monument
JOFL	Johnstown Flood National Memorial	PIRO	Pictured Rocks National Lakeshore
JOTR	Joshua Tree National Park	PORE	Point Reyes National Seashore
KALA	Kalaupapa National Historical Park	PRWI	Prince William Forest Park
KATM	Katmai National Park and Preserve	RICH	Richmond National Battlefield Park
KIMO	Kings Mountain National Military Park	ROCR	Rock Creek Park
KLGO	Klondike Gold Rush National Historical Park	ROMO	Rocky Mountain National Park
LACL	Lake Clark National Park and Preserve	SACR NHA	Saint Croix National Heritage Area
LAKE	Lake Mead National Recreation Area	SAGA	Saint-Gaudens National Historic Site
LAMR	Lake Meredith National Recreation Area	SAHI	Sagamore Hill National Historic Site
LAVO	Lassen Volcanic National Park	SAND	Sand Creek Massacre National Historic Site
LECL	Lewis and Clark National Historic Trail	SARA	Saratoga National Historical Park
LIBI	Little Bighorn Battlefield National Monument	SEKI	Sequoia and Kings Canyon National Parks
LIHO	Lincoln Home National Historic Site	SHEN	Shenandoah National Park
MACA	Mammoth Cave National Park	SHBA	Shepherdstown Battlefield Special Resource Study
MANA	Manassas National Battlefield Park	SOCA NHA	Southern Campaign of the Revolution National Heritage Area
MAPR	Manhattan Project Sites	STEA	Steamtown National Historic Site
MEVE	Mesa Verde National Park	TAPR	Tallgrass Prairie National Preserve
MIMA	Minute Man National Historic Park	THRO	Theodore Roosevelt National Park
MISS	Mississippi National River and Recreation Area	TICA	Timpanogos Cave National Monument
MNRR	Missouri National Recreational River	TUMA	Tumacacori National Historical Park
MOCA	Montezuma Castle National Monument	TUZI	Tuzigoot National Monument
MORA	Mount Rainier National Park	UPDE	Upper Delaware Scenic River
MORR	Morristown National Historical Park	VALR	World War II Valor in the Pacific National Monument
MORU	Mount Rushmore National Memorial	VICK	Vicksburg National Military Park and Cemetery
NACE	National Capital Parks East—General	WASO	Washington Office Support
NAMA	National Mall and Memorial Parks	WEKI	Wekiva National Wild and Scenic River
NATR	Natchez Trace Parkway	WHIS	Whiskeytown-Shasta-Trinity National Recreation Area
NCR	National Capital Region	WICA	Wind Cave National Park
NERI	New River Gorge National River	YELL	Yellowstone National Park
NMAL	National Museum of the American Latino	YOSE	Yosemite National Park
NOCA	North Cascades National Park	ZION	Zion National Park



Sunrise over an ocean of fog, Shenandoah National Park. NPS photo.

Contact the Denver Service Center

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Web Links

National Park Service
<http://www.nps.gov>

Denver Service Center
<http://www.nps.gov/dsc>

Denver Service Center Twitter
<http://twitter.com/DenSrvCctrNPS>

DSC Workflows
<http://www.nps.gov/dsc/workflows>

NPS Planning Program
<http://planning.nps.gov>

Planning, Environment, and Public Comment system
<http://parkplanning.nps.gov>

DSC Technical Information Center/Intranet website
<http://etic.nps.gov>



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.



FISCAL YEAR 2011 ANNUAL REPORT FOR THE DENVER SERVICE CENTER
National Park Service • U.S. Department of the Interior